



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, US ARMY GARRISON FORT A.P. HILL
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FORT A.P. HILL, VIRGINIA 22427-3114

IMPH-AS

15 January 2014

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Policy Letter #14 - Garrison Alternative Work Schedule Program Policy and Guidance

1. Applicability. This policy applies to all USAG Fort A.P. Hill civilian personnel.
2. Proponent. Administrative Services Division (ASD).
3. References. IMCOM Regulation 690-16; Alternative Work Schedule (AWS) Program and Telework Policy, dated 22 July 2009. Fort A.P. Hill does not have a Telework Program at this time.
4. Purpose. This memorandum establishes policy, assigns responsibilities and prescribes procedures for Alternative Work Schedules (AWS) on the Fort A.P. Hill Garrison.
5. Definitions. Comprehensive information is provided in Enclosure 1.
 - a. Alternative Work Schedules. An arranged tour of duty that varies from the basic work week and includes flexible work schedules (FWS) and compressed work schedules (CWS).
 - b. Basic Work Requirement. The number of hours, excluding overtime hours, employees are required to work or to account for by charging leave, credit hours, excused absence, holiday hours, compensatory time off, or time off as an award.
 - c. Compressed Work Schedule (CWS). An alternative to the basic work week that allows for the basic work requirement (80 hours per bi-weekly pay period) to be completed in less than 10 work days. With supervisory approval, employees may opt for a 5/4/9 schedule only per IMCOM Reg 690-16, Para 3-2.c, which consists of the employee working 9 hours per day for 8 of 10 work days in a 14 day pay period, 8 hours on one day, and having one regular day off (RDO) per pay period.
 - d. Regular Day Off (RDO). Employees' RDO may be any day that the supervisor and employee mutually agree on. Supervisors will evaluate employees' requests for a specific RDO with consideration for mission accomplishment and office coverage. The

supervisors may flex the RDO within the pay period to accommodate either a mission need or employees' request. Some situations may require the rotation of RDO's to meet mission requirements and employees' requests.

e. Core Hours. Core hours are those designated times and days during the biweekly pay period when non-shift employees must be present for work, other than a lunch period or approved leave.

(1) Core hours will be from 0900 to 1500, Monday through Friday.

(2) When possible, supervisors should attempt to schedule meetings and other official group activities during the core hours, unless it is known that all individuals involved are able to attend before or after the core hours or attend a meeting remotely (i.e. teleconference).

f. Flexible Hours. The designated time during which employees, in coordination with their supervisors, may set their arrival and departure times. Employees may fix their arrival time between the hours of 0630 and 0900 and their departure time between the hours of 1500 and 1800. This provision applies to employees on Basic Work Schedules, Compressed Work Schedules, and Flexible Work Schedules.

g. Flexible Work Schedule (FWS). The FWS workweek consists of 5 workdays, 8 hours a day, and an unpaid lunch period of at least 30 minutes. With supervisory approval, the employee sets the tour of duty with fixed arrival and departure times within the authorized flexible hours. With supervisory approval, employees on a FWS are authorized leeway on either side of their start time to arrive at work, as long as core hours described under Flexible Hours above are met. Employees would adjust their schedule accordingly at the end of the duty day to make up the time to ensure they meet the eight hour work requirement. For example, an employees' tour of duty is 0700 to 1530. With supervisory approval, the employee may arrive to work anywhere from 0630 to 0900 and leave work anywhere from 1500 to 1800, as long as the employee meets the eight-hour daily work requirement. Supervisors may limit the arrival and/or departure times based on the mission or organization's need.

h. Lunch Periods.

(1) Lunch periods will be approved by the supervisor and may be of a fixed duration of 30, 45, or 60 minutes, as long as the employee meets the minimum eight-hour daily work requirement.

(2) Lunch periods should normally be taken between the hours of 1100 to 1300.

(3) Lunch periods are non-duty time.

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(4) Employees may not shorten their duty day by working during or skipping the lunch period, but must take at least 30 minutes for lunch each duty day.

i. Official Hours of Duty. The official hours of duty during which Garrison entities must be open to conduct business are from 0800 to 1630 hours, Monday through Friday. Directors may establish different hours of duty with the approval of the Garrison Commander.

j. Office Hours. Office hours are the time span within which non-shift employees can be on the job. The office hours for Garrison employees are 0630 to 1800.

6. Policy.

a. The objective of the AWS program is to fully support mission accomplishment while improving the efficiency and productivity of operations, enhancing personnel recruitment and retention, reducing absenteeism, fostering energy conservation and carbon emissions through reduction of commuter traffic, and furthering employee job satisfaction and morale by improving the quality of work life.

b. This memorandum does not alter other regulations concerning the utilization of leave and compensatory time nor the rights of supervisors or employees. This policy supplements the bargaining agreements between the Fort A.P. Hill Garrison and Local 571 (International Brotherhood of Police Officers) and Local 2902 (American Federation of Government Employees) as it applies to bargaining unit members from the Fort A.P. Hill Garrison.

c. Use of AWS must not disrupt Garrison operations nor impede accomplishment of the Garrison's mission. Supervisors are authorized to determine which, if any, alternate work schedule options may be appropriate to their section's management, operations and mission and may be offered to employees within that work area. Employees participating in AWS understand they must be flexible in changing their planned schedules to accommodate the needs of accomplishing the Garrison mission. Employees must be prepared to make necessary changes in their preferred schedules to accommodate meetings and other work activities that require their presence at specific times or on specific days. The AWS must not cause nor contribute to the need for additional staff or for existing staff to work additional overtime hours.

d. When supervisors determine a particular alternative work schedule has an adverse mission impact on or is substantially disrupting the work of a directorate, office, or group of employees with similar duties traceable to participation in such schedule, including but not limited to, reduction in productivity, untimely performance of work, unavailability of employees for work, diminished level of services to customers,

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inadequate office coverage, problems with other operational requirements, workload demands, or an increase in the cost of operations, that particular alternative work schedule may be temporarily suspended or permanently terminated. Supervisors will monitor employee usage of unscheduled annual or sick leave either just before or after an RDO. Patterns of such usage absent documented need will result in an employee's immediate removal from the AWS/CWS. When such a suspension or termination would affect bargaining unit employees, the union will be notified prior to the suspension or termination of the alternative work schedule in question, unless circumstances make that not practical, in which case the union will be notified as soon as possible.

e. To be eligible to participate in the AWS program, the employee's most recent performance rating must be at a Level 3 or above. The Level 3 or above rating must be maintained while participating in the AWS program.

7. Responsibilities.

a. Directors will:

(1) Determine which AWS options may be appropriate to their section's management, operations and mission and may be offered to employees within that work area.

(2) Provide guidance to their supervisors and employees' on the provisions of this policy.

(3) Act as the approval authority on all alternative work schedule requests.

(4) Forward a copy of approved AWS Request (IMCOM Form 1-A) to ASD and RMO Payroll Manager.

b. Branch/Division Chiefs will:

(1) Assist supervisors in carrying out the requirements of this policy.

(2) Make a recommendation to the Director on employee AWS requests.

c. Immediate supervisors will:

(1) Ensure their organizations are properly and sufficiently staffed to meet mission needs at all times.

(2) Ensure employees are treated fairly and equitably with respect to scheduling requests.

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(3) Ensure employees are present for duty during core hours, unless otherwise in an approved leave status.

(4) Adjust employees' work schedules when mission needs requires adjustment.

(5) Ensure timekeepers are kept updated in a timely manner of all employees' work schedule changes.

(6) Allow, to a prudent extent, temporary deviations from an approved work schedule.

(7) Maintain documentation regarding the establishment, revision, or termination of employees' AWS.

d. Employees will:

(1) Have a full understanding that participation in the Garrison AWS Program is not an entitlement; rather, it is a privilege.

(2) Negotiate a work schedule meeting both mission requirements and personnel considerations.

(3) Be flexible in adjusting work schedules to meet mission requirements as needed.

(4) Complete the "Compressed Work Schedule (CWS) Agreement, Employee - Management Contract," IMCOM Form 1-A dated July 2009 (Enclosure 2) and submit it to their immediate supervisor.

(5) Agree to remain under an approved work schedule for a minimum period of 180 days, unless the reason for the change is an emergency or personal hardship, or the change is otherwise directed by supervisors to meet mission requirements.

(6) Be responsible to report to work on time and put in a full day's work.

8. Procedures.

a. Employees will be given the opportunity to request to participate in the Garrison AWS Program on a voluntary basis. Any civilian employee wishing to participate in the program, or request a change in a current work schedule, shall complete and submit a "Compressed Work Schedule (CWS) Agreement, Employee - Management Contract" to their immediate supervisors. The immediate supervisors will discuss the request with

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the employee and forward the request to the branch/division chief with a recommendation. The branch/division chief will consult with the immediate supervisor and/or employee as needed and forward the request with a recommendation to the appropriate director for a final decision. The director will be the approval authority for all requests for flexible and compressed work schedules. Once the director has made a decision, he or she will notify the subordinate chain of supervision of his or her decision and the immediate supervisor will communicate the director's decision to the employee. The immediate supervisor will ensure all approved work schedule agreements are forwarded to the appropriate timekeeper.

b. It may be necessary because of the nature of the work performed to deny an employees' request for AWS and to keep them on the basic 8 hours a day, 5 days a week schedule. Accordingly, authority is delegated to supervisors to approve or deny an employees' request for AWS. If an employee's written request for AWS is denied, the employee will be notified in writing of the reason(s) for the denial.

c. If a mission need arises that requires an employee to work either part or all of their day off, the supervisor and employee will arrange to reschedule the employees' day off.

d. An employee who is in training or TDY status for any part of a pay period will revert to the basic work week, 8 hours a day, 5 days a week, unless the supervisor deems it appropriate to keep the employee on AWS for that pay period. Supervisors are required to submit any schedule change to the timekeeper.

e. To ensure accurate records of the arrival and departure times and to ensure proper accounting of an employees' time and attendance, supervisors may require their employees to record their work hours in a manner deemed appropriate by the supervisor, including e-mail notification to the supervisor upon arrival to and departure from work.

f. An employee may be removed or suspended from AWS for, including but not limited to; failing to comply with the provisions of this policy, for abusing AWS privileges, for falsifying time and attendance records, or for performance or conduct that is determined by the supervisor to be less than satisfactory.

9. Approval process. The Compressed Work Schedule Agreement, IMCOM Form 1-A (Enclosure 2), must be filled out and signed by the employee, and submitted to the first line supervisor. The supervisor will recommend approval/disapproval, sign, and forward to the Director for review, approval and signature. If the first line supervisor is a Director, the approving authority will be the Deputy Garrison Commander (DGC). If the first line supervisor is the DGC, the Garrison Commander (GC) will be the approving authority.

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10. Leave and Holidays.

a. Annual and Sick Leave. The policies and procedures for requesting annual and sick leave will remain the same except the amount of leave taken will be commensurate with an employees' regular tour of duty. For example, if an employee is scheduled for 9 hours on Monday and requests vacation for the day, 9 hours of vacation will be recorded on the timesheet.

b. Holidays. When a designated federal holiday falls on an employee's scheduled RDO, the following rules apply when determining "in lieu of" holiday:

(1) When a holiday falls on a Sunday, and the following Monday is a non-workday, the "in lieu of" holiday is the employee's next scheduled workday. Example – Independence Day falls on a Sunday, and Monday is the employee's RDO as well as the "Observed" holiday, the subsequent Tuesday is the "in lieu of" holiday.

(2) If a holiday falls on an RDO, the employee's preceding work day will be designated the "in lieu of" holiday. For example, if an employee's RDO is Monday, and the holiday falls on Monday, the "in lieu of" holiday is Friday. If the RDO is Wednesday, and the holiday falls on Wednesday, the "in lieu of" holiday is Tuesday.

c. Excused Absences. Excused absences from duty may be administratively authorized without loss of pay and without charge to leave in accordance with applicable regulations for excused absences on a scheduled work day; for example, if the installation is closed due to inclement weather. If such absence is authorized during an employee's RDO, however, the employee **will not** be given equivalent time off at a later date or otherwise compensated.

d. Military Leave. Employees who are members of the National Guard or Armed Forces Reserve must convert to the basic work week for the pay period(s) while on military leave.

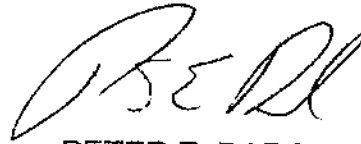
e. Overtime/Compensatory Time. Employees must obtain prior approval from their supervisors to work overtime/compensatory time. For employees on a CWS, work performed in excess of the employees' established compressed work schedule in a biweekly pay period is overtime work. The employees are entitled to compensatory time or overtime pay, as appropriate. For employees on a FWS, overtime hours are all hours of work that are officially ordered and approved in advance by the supervisor and in excess of 8 hours in a day or 40 hours in a week.

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11. The point of contact for this memorandum is the Administrative Services Division,
ext. 8326.

2 Encls
1 – CWS/FWS Information
2 – IMCOM Form 1-A

A handwritten signature in black ink, appearing to read 'P. E. Dargle', with a large, stylized initial 'P'.

PETER E. DARGLE
LTC, AR
Commanding

Compressed Work Schedule Plan (5/4-9)

Basic Work Requirement

A full-time employee must work eight 9-hour days and one 8-hour day for a total of 80 hours a bi-weekly pay period. The supervisor determines the number of hours a part-time employee must work in a 9-hour bi-weekly pay period.

Tour of Duty

The employee selects a schedule of less than 10 workdays in a bi-weekly pay period, subject to supervisory approval. Employee must be present during core hours on workdays.

Overtime

Overtime work is work ordered or approved in advance by management and is in excess of the compressed work schedule's basic work requirement.

Holidays

Employee is entitled to basic pay with respect to the holiday for the number of hours of his/her CWS on that day.

When holiday falls on scheduled non-workday, the workday immediately before the non-workday becomes the in-lieu-of holiday.

Examples –

1) Non-workday is Monday and holiday falls on that Monday, the in-lieu-of holiday is normally the preceding Friday.

2) Holiday falls on Sunday, and following Monday is non-workday, the in-lieu-of holiday is the employee's next scheduled workday.

Comparison between Flexible and Compressed Work Schedules

Flexible Work Schedules	Compressed Work Schedules
Basic Work Requirement A full time employee works 80 hours in a bi-weekly pay period. Supervisors may also establish daily or weekly work requirements. The supervisor determines the number of hours a part-time employee must work in a specific period. Supervisors may permit employees to complete their basic work requirement in less than 10 workdays.	Basic Work Requirement A full time employee works 80 hours in a bi-weekly pay period in less than 10 workdays. A part-time employee has a fixed schedule of fewer than 80 hours in a bi-weekly pay period and scheduled to work those hours in less than 10 workdays.
Tour of Duty The tour of duty defines the limits within which an employee must complete his or her basic work requirement.	Tour of Duty The tour of duty is defined by the compressed work schedule requested by the employee and approved by the supervisor.
Credit Hours Hours may be worked in excess of the basic work requirement at the option of the employee in order to vary the length of the workday or workweek. Prior supervisory approval is required to earn/use credit hours.	Credit Hours None. The law provides credit hours only for flexible work schedules. There is no legal authority for credit hours under a compressed work schedule program. See 5 U.S.C. 6121(4).
Overtime work Overtime work consists of hours of work that are officially ordered in advance and in excess of 8 hours in a day or 40 hours in a week, but does not include hours that are worked voluntarily, including credit hours, or hours that an employee is "suffered or permitted" to work which are not officially ordered in advance. (See SFR 551.401(a)(2)).	Overtime For a full-time employee, overtime work consists of all hours worked in excess of the established compressed work schedule. For part-time employees, overtime must be hours in excess of the compressed work schedule for the day (more than at least 8 hours) or for the week (more than at least 40 hours).
Excused Absence Employees are excused for the hours they are regularly scheduled to work.	Excused Absence Employees are excused for the hours they are regularly scheduled to work.
Compensatory Time Off A supervisor may at the request of an employee, approve compensatory time off in lieu of overtime pay for non-SES employees. Under Title 5, employees who earn more than GS-10, Step 10, pay may be required to take compensatory time instead of receiving overtime pay.	Compensatory Time Off As defined in 5 U.S. 5541(2) or by a prevailing rate employee as defined in 5 U.S.C. 5342(a)(2), but may not be approved for an SES member. Mandatory compensatory time off is limited to FLSA-exempt employees (who are not prevailing rate employees) whose rate of basic pay is greater than the rate of GS-10, Step 10.
Temporary Duty Supervisor may allow an employee covered by a flexible work schedule to continue the existing schedule, modify that schedule, or require him or her to return to a regular tour of duty. Supervisors may find it advisable to establish procedures to revert employees to standard fixed schedules when in training or on TDY.	Temporary Duty Supervisor may allow an employee covered by a compressed work schedule to continue the existing schedule, modify that schedule, or require him or her to return to a regular tour of duty. Supervisors may find it advisable to establish procedures to revert employees to standard fixed schedules when in training or on TDY.

COMPRESSED WORK SCHEDULE (CWS) AGREEMENT**EMPLOYEE - MANAGEMENT CONTRACT**

Refer to IMCOM Regulation 690-16 for guidance to complete this form.

BETWEEN
INSTALLATION MANAGEMENT COMMAND (IMCOM)
AND

*(Employee Name and Division)***NOTE:** Employee and supervisor must initial each item in the space provided below.**COMPRESSED WORK SCHEDULE: 5/4-9****WEEK 1** *(indicate the regularly scheduled day off as RDO)*

DAY	START TIME	STOP TIME	NUMBER OF HOURS PER DAY
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			

WEEK 2 *(indicate the regularly scheduled day off as RDO)*

DAY	START TIME	STOP TIME	NUMBER OF HOURS PER DAY
Monday			
Tuesday			
Wednesday			
Thursday			
Friday			

GRAND TOTAL *(Two week total must equal to 80 hours)***LEAVE:** Employee agrees to follow established procedures for requesting and obtaining approval of leave. Leave will be taken in accordance with the established leave policies.**OVERTIME:** Employee and supervisor are aware of the provision delineated in the IMCOM Reg 690-16, Alternate Work Schedule (AWS) Program and Telework Policy.**WORK ASSIGNMENT OR PERFORMANCE:** The employee understands that a decline in job performance and/or documented misconduct may be grounds for cancelling the CWS agreement.**TERMINATION OF AGREEMENT:** The responsible official may terminate an employee's participation in the CWS at any time if mission requirements deem it necessary or it is determined that an employee is abusing the CWS privilege. Employee participation may also be terminated at the request of the employee (after notifying the supervisor), the employee's supervisor, or upper management.**SIGNATURES**

EMPLOYEE SIGNATURE

DATE (YYYYMMDD)

APPROVAL RECOMMENDATION

Recommend Approval

SUPERVISOR SIGNATURE

DATE (YYYYMMDD)

Recommend Disapproval

APPROVAL

Approved

RESPONSIBLE OFFICIAL SIGNATURE

DATE (YYYYMMDD)

Disapproved